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30 MAY 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence

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FROM : [REDACTED]
Secretary, Executive Committee

SUBJECT : Notes for Your 6 June 1979 Meeting on the Annual
Personnel Plan

1. This memorandum provides background information for your 6 June briefing on the Annual Personnel Plan (APP) and some thoughts on revising or replacing the APP with another personnel planning and/or evaluation mechanism.

2. The attached minutes reflect the flavor of the Office of Personnel's briefing of the Executive Committee on the APP and are probably indicative of the one you will receive. The Director of Personnel will also be asking you for guidance in revising the APP, as recommended by the NAPA team. Given the NAPA recommendations, the Committee's reaction to the APP briefing, and the Committee's concern with the overall issue of personnel management, the Committee Staff suggests you consider the following in formulating your guidance.

3. Background. The NAPA report is correct in saying that the APP was "imposed on the organization," and line management was not involved in its development. Former DCI Colby originally conceived the APP as a management-by-objectives tool to involve line management directly in managing their human resources. The managers were to generate the requested data. On seeing the voluminous forms to be filled out, however (26 pages in all--those included in the briefing represent only a fraction), managers wanted nothing to do with the task and turned it over to their component personnel officers. Instead of management involvement, therefore, we have one element of personnel talking to another element. Despite the lack of enthusiastic support for the APP at all levels, the APP has been retained for several years without senior management or the Office of Personnel questioning its value.

4. Need for Analysis. Without accompanying analysis, the APP statistics are not as useful as they could be to senior Agency managers. As professional personnel officers, the Office of Personnel seems best equipped to provide such analysis. It would be useful, for example, if the Office of Personnel could translate some of the APP statistics into graph form, depicting actual versus desired trends. Accompanying analysis could then specify what steps would be necessary to get from

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one to the other. In short, the APP process or any new planning and/or evaluation mechanism should go beyond generating statistics to manipulating and interpreting them so that senior managers can effectively monitor key personnel accomplishments and shortcomings.

5. Suggested Questions. During your briefing, you may want to raise several questions that suggest the kinds of analysis that could be helpful. The questions are shown as annotations in the narrative and statistical sections of FY 1979 APP Phase II, FY 1978 Goals and Achievements (attached).

6. Suggestions for Change. During its session on the APP, the Committee recognized the value of a manpower planning document like the APP. The members, however, expressed the need for a better tool that would assist in tracking the key elements of the performance of our personnel system. Efforts in this area to date seem to have taken one of two forms. One has been the compilation of all-purpose data bases, such as the APP or the component modeling projects currently being considered by the Director of Personnel. The hope is that a complete data base will make it possible to anticipate any kind of personnel question you or the DCI might raise. As we have implied above, these data are expensive to maintain, and Murphy's Law tends to apply: there is a strong chance that the all-purpose data base will not address topics of interest to senior managers and may not present data in a useful way. A second more prevalent approach has been at the other end of the scale: senior managers have asked the Office of Personnel for projections and/or evaluations of parts of the personnel system on an ad hoc, quick-response basis. Placed in this fire-fighting mode, the Office of Personnel then has to divert resources from other tasks to piece together available relevant data to respond rapidly to the question at hand. We believe that a third approach would serve senior managers, the Office of Personnel, and the Agency better. This would involve your meeting with the Director of Personnel annually to determine which key elements of the personnel system you want to monitor closely for that year. Because you may require different data than other managers, the Deputy Directors may also want to have a similar session. This approach would provide senior managers the data required for effective personnel planning and evaluation. At the same time, the Office of Personnel would have needed guidance to plan and focus its efforts to provide senior managers the support they require and hopefully get out of the fire-fighting mode. Data elements could be added or deleted each year, as deemed appropriate.

7. This approach would address one of the NAPA recommendations: "The APP should be restructured to reflect--at the apex--only those data which--by prior agreement--the DCI/DDCI want to review, approve, and track accomplishment." This suggests that at the apex, your monitoring of the Agency's personnel system should serve four purposes:

-- to establish personnel management goals and monitor progress in reaching those goals;

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- to determine if existing personnel management policies are achieving the desired results;
- to decide what revisions in personnel management policies might be necessary to achieve the desired results; and
- to determine the potential impact on our personnel resources if a given policy not directly related to personnel management were established or changed.

8. Here are some examples of questions that you and other senior managers have asked in one form or another. They fit one or more of the purposes above. Translation of these questions into a data gathering and analysis task is OP's job. They, not you, should worry about how to get your questions answered.

- Are we competitive in attracting the kinds of employees that we need?
- Are we replacing the skills being lost through retirements, resignations, or possibly reassessments?
- Are we maintaining the language skills we need?
- Are our analytical skills adequate or in need of enhancement?
- Have directorate barriers been reduced sufficiently to ensure that our best people have equal opportunities for being assigned to our key positions?
- Have we set realistic EEO goals? Are we making adequate progress in achieving them?
- Has the new performance evaluation system enhanced employee/component goal setting and improved employee evaluation?
- Has the new three-year probationary policy produced the desired results?

9. In summary, the Committee Staff suggests that whatever planning/evaluation mechanism is devised, it should be geared specifically to the needs of senior managers, contain sufficient analysis to make the data useful to them, and be reviewed annually for required changes so that the Office of Personnel can systematically plan its yearly data collection and analysis efforts.

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Attachments:
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REMARKS Frank:

Doug's memo (attached) is thoughtful and, I believe, right on target. It, I think, understates somewhat the frustration of senior managers with the Annual Personnel Plan as it has been prepared and used over the last four or five years. I think Harry Fitzwater will be extremely sympathetic to the ideas we have raised for your consideration, though he may lack the personnel resources to put them into practice.

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